

FINANCIAL SERVICES SECTOR

Supporting sector bodies in tackling ageing
workforce issues

Resource Pack

November 2011



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The document has been produced by Capita Consulting (part of Capita Business Services) in partnership with the Employers Network for Equality and Inclusion (formerly Employers Forum for Age and Belief) on behalf of the Department for Work and Pensions (DWP) as part of an Age Positive Initiative called Extending Working Lives. The content contains various resources for use in taking forward the older workers agenda. The DWP's contact in the future is Carolynne Arfield (carolynne.arfield@dwp.gsi.gov.uk) who is Employer Engagement Lead within the Redefining Retirement Division.

Please note this pack is for help and information only. It is not an authoritative statement of the law, and future changes in the law may make it gradually less accurate. The Department for Work and Pensions, Capita Business Services and Employers Network for Equality and Inclusion take no responsibility for how you use the information. You should always take professional advice on any specific legal or financial matter.

1. Introduction

1.1 Purpose of this Resource Pack

This document has been designed as a resource pack for the Financial Services sector stakeholders. It includes a range of materials (included as embedded objects in the Appendix) developed through working with Financial Services sector stakeholders during 2010/11, together with links to further research and guidance – this information can be used to encourage and support member employers and others as they address the strategic nature and urgency of age and older worker related issues.

The objective of this document is to provide key stakeholders within the Financial Services sector with the business rationale for continuing to promote and support ongoing activity on the older worker agenda. It outlines the business imperatives for supporting the recruitment and retention of older workers and includes suggestions for ongoing activities that can be adopted by sector bodies and others within the Financial Services sector.

Any of the material included within this pack can be freely used. It is hoped that the information provided will be incorporated into, and used to update material relating to ageing workforce issues on websites and in reports, policy, guides, training materials and other products developed by sector bodies and promoted to employers.

It is hoped that key sector stakeholders will make use of the content to continue their focus with employers on older workers.

The information contained within the pack was developed and collated during the Age Positive initiative Extending Working Lives in 2010/2011 and was up-to-date on publication. As time goes on, it is hoped that sector bodies will seek to up-date information and statistics to retain currency and relevance.

In particular, the Financial Skills Partnership has agreed to take on responsibility for continuing to promote the ageing workforce agenda across the sector and to host this document on their web site.

1.2 Target audience

The target audience for this document is professional and employer-led organisations in the Financial Services sector who have opportunities to influence and support individual employers to consider the issues outlined.

1.3 Acknowledgements

The following stakeholders have been particularly supportive of the Extending Working Lives programme – they all published guidance and articles on their websites and in e-bulletins to alert their members to the changes in the default retirement age and actions they need to consider in managing an increasingly ageing workforce. Their efforts in promoting the older worker agenda are greatly appreciated.

- Financial Skills Partnership
- Financial Services Authority
- British Insurance Brokers Association
- Association of British Insurers
- Association of Chartered Certified Accountants
- Institute of Chartered Accountants in England and Wales
- Institute of Chartered Accountants of Scotland
- Chartered Insurance Institute
- Nationwide

2. The Financial Services Sector

2.1 Background

The removal of the default retirement age (DRA) has meant that organisations within the UK need to think differently about how they manage their workforce, in particular the older worker. Since April 2011 employers have no longer been able to compulsorily retire their employees on the grounds of age, unless notification of retirement had been correctly issued before 6 April. Now employers can only compulsorily retire a worker if they can objectively justify it in their particular circumstances. However this would be open to challenge at tribunal.

Any employer who dismisses an employee at or over 65 will have to follow a normal fair dismissal procedure based either on the capability, declining competence of the employee, conduct, redundancy, illegality or some other substantial reason.

Few older workers are still in employment in the Financial Services sector up to age 65. With an ageing workforce and an ageing customer base, the Financial Services sector needs to address these issues if it is to maximise the business gains of retaining a skilled and experienced workforce, and develop the full potential of its whole workforce, regardless of age.

By 2020 almost a third of the UK workforce will be over the age of 50. The removal of the DRA, effective from October 2011, together with implementation of the Equality Act 2010, and related Public Sector Equality duties all raise some critical questions for employers.

Furthermore, recent research¹ by the Chartered Institute of Personnel Development (CIPD) and the Chartered Management Institute (CMI) found that only 14% of managers across the UK workforce considered their organisations to be well-prepared to cope with an ageing workforce.

2.2 Scope of the Financial Services sector

The Financial Services sector in the UK employs 1,418,703 people in 100,180 different organisations².

The sector is divided into four distinct types of businesses, as defined by the UK Standard Industrial Classification of Economic Activities (SIC) Code. These are:

- Financial service activities, except insurance and pension funding (SIC code 64)
- Insurance, reinsurance and pension funding, except compulsory social security (SIC code 65)
- Activities auxiliary to financial services and insurance activities (SIC code 66)

¹ http://www.cipd.co.uk/pressoffice/_articles/CMI+CIPD+age+report.htm

² Labour Force Survey Q1 2010; ONS UK Business 2009

- Accounting, bookkeeping and auditing activities; tax consultancy (SIC code 69).

As illustrated in the table below, the size of businesses in the sector range from Small (0-50 employees) to Large (250+ employees), with the Insurance and Pensions sector (SIC code 65) having the smallest number of organisations.

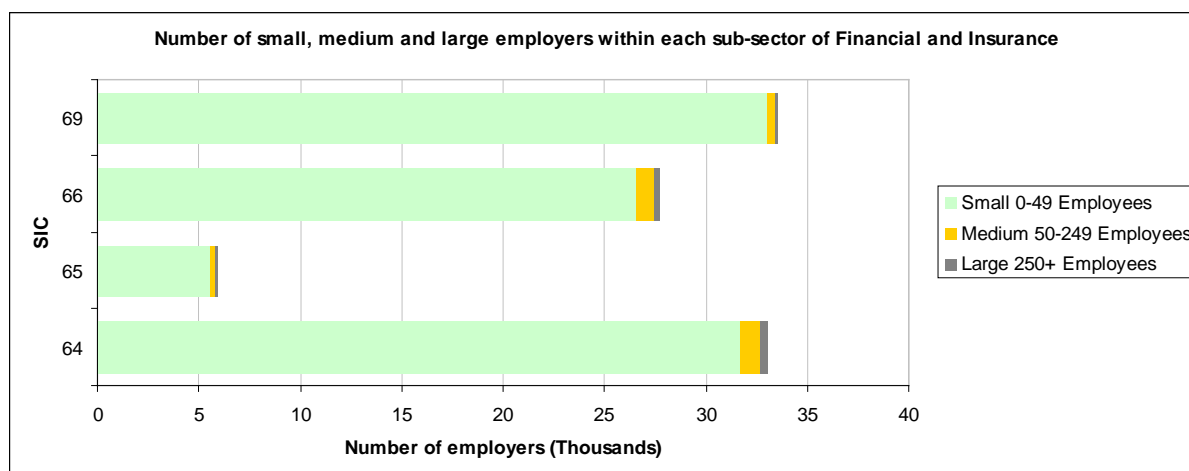
Financial services sector business by size

Employer Standard Industry Code (SIC code)	Small 0-50 Employees	Medium 50-250 Employees	Large 250+ Employees	Total
64 Financial service activities, except insurance and pension funding	31,705	1,005	330	33,040
65 Insurance, reinsurance and pension funding, except compulsory social security	5,530	220	140	5,890
66. Activities auxiliary to financial services and insurance activities	26,570	900	235	27,705
69. Accounting, bookkeeping and auditing activities; tax consultancy	32,995	470	80	33,545
Total	96,800	2,595	785	100,180
Percentage	96.6%	2.6%	0.8%	

In common with most markets, the majority of businesses in the sector are small, 96.6 per cent employing less than 50 people, while less than 1 per cent of employ more than 250 employees. Some of these large businesses do, however, employ thousands of staff each; HSBC Bank for example currently employs 330,000 people worldwide.

The figure below shows the number of employers of different sizes in each SIC sector.

Employer breakdown by size in each SIC sector



Source: Office for National Statistics - UK Business: Activity, Size and Location, September 2009

2.2.1 Demographics of the sector

Over half of the Financial Services workforce across the UK is aged between 25 to 44 years old (60 per cent). Employees between the ages of 25 and 44 years occupy almost 60 per cent of the jobs in 'monetary intermediation' and 61 per cent of the roles in 'activities auxiliary to financial services'. On the other hand, employees over the age of 45 years occupy 30 per cent of the roles categorised as 'auxiliary activities' in 'financial services' and in 'insurance and pension funding'³.

In addition, sector is disproportionately clustered within the London region where there is a unique age profile. This includes a disproportionately large number of young adults, especially those aged 20–39, and a disproportionately small number aged over 50.

This data indicates particular issues for the sector where some businesses, especially those offering financial advice, require the skills and experience of older employees; businesses also experience a significant loss of knowledge and experience when older workers leave the sector.

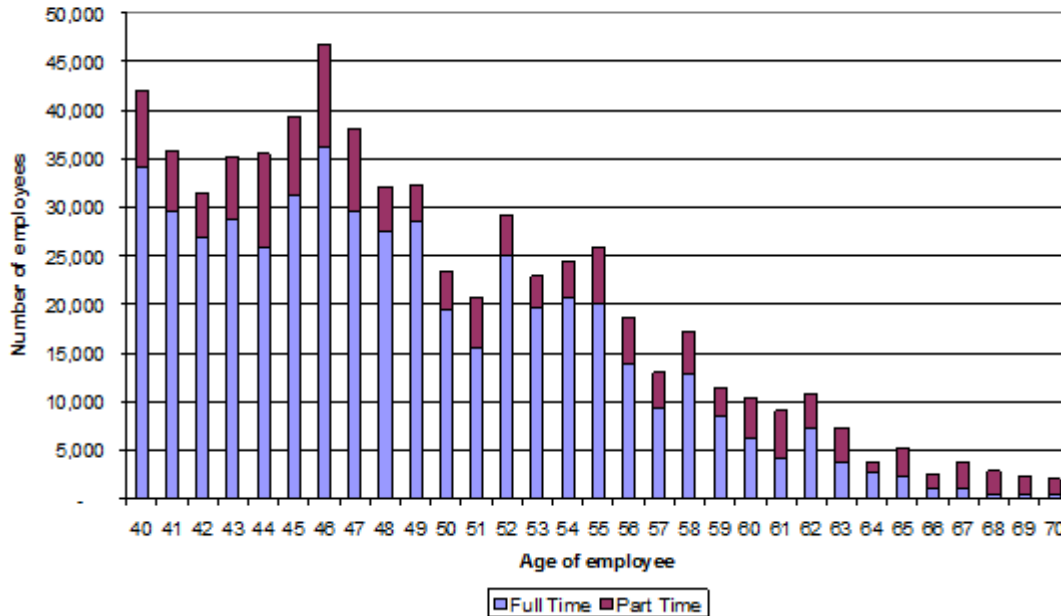
The sector also has, by comparison with other sectors, a relatively small proportion of its workforce employed part-time with 15 per cent of females and 2.7 per cent of males working part-time.

The table below shows the age and working patterns of employees.

³ *UK Skills assessment: The Financial Services Industry, the Accountancy sector and the Finance Function*
Financial Services Skills Council February 2010

Age profile of UK financial services⁴

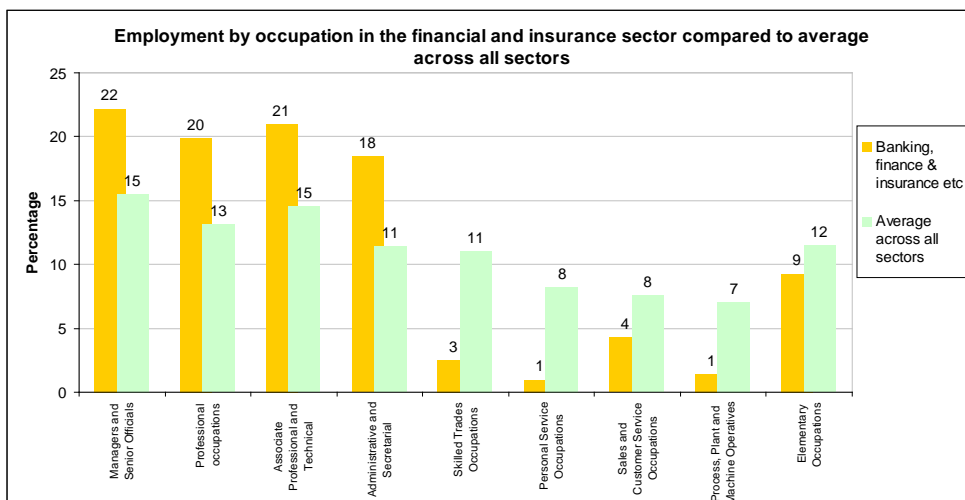
UK Financial & Insurance employment by individual year and working pattern, Q3 2010



Source: ONS Labour Force Q3, 2010

By comparison with other industry sectors, as shown in the graph below, the ‘financial and insurance’ industry has a significantly higher proportion of employees working in managerial, professional, technical or administrative roles, with 81 per cent of the financial and insurance workforces employed in these roles, compared to the UK average of 54 per cent.

Proportion of employees within each occupation



Source: UK Employment and Skills Almanac 2009

⁴ ONS Labour Force Survey Quarter 3 2010

2.3 Good practice examples

The Financial Services sector has a history of good practice relating to the employment of older workers. A number of large banks and building societies benefited from amending their policies and procedures in relation to employee age, creating more flexibility and choice for the workforce.

Examples of these include **HBOS** (now part of the Lloyds Banking Group) who proactively worked with recruitment agencies to ensure that they received a wide-ranging selection of candidates to fill vacancies regardless of age with a specialist consultancy focusing on finding work for the over 45s. Also, as part of its approach to flexible working, HBOS believed that employees should have an input into when and how they retire from the company. They also recognised that the business would have to cater for a new age profile in the future⁵.

In another demonstration of good practice, **Nationwide** has offered a Flexible Retirement Policy since 2001, where the normal retirement age is 60; the scheme allowed employees to stay on until they were 70 without having to request the right to do so. This has resulted in Nationwide being viewed as a market leader by removing the retirement age prior to legislation. (See case study in the Appendix.)

RBS was able to raise awareness of the business case for age diversity, in addition to the impacts of the age legislation on the organisation, amongst different employee groups through an Age Programme initiative. This enabled employees to request to work beyond normal retirement age and created the opportunity to assess the supporting process and make adjustments in light of the new regulations.

Aviva has also undertaken initiatives now acknowledged as examples of good practice by other large organisations. As part of Aviva's engagement programme, an e-learning programme - accessible to 35,000 employees across multiple sites in the UK - was developed on the impact of age discrimination in the workplace.

As well as the e-learning programme, senior management received an Age Plus toolkit which focused on the commercial impacts of the Age legislation. Also, the initiative raised awareness of Age legislation at managerial level in line with Aviva's approach to integrate non-discriminatory practices into day to day working life.

These examples demonstrate that a flexible retirement policy is recognised as a useful tool within the banking sector, in particular retail banking.

⁵ For more information see case study at:
http://www.efa.org.uk/data/files/2007_good_practice/retirement_hbos.pdf

2.4 Current situation in the sector

The Financial Services sector has undergone a number of changes in the past few years including:

- Retail Distribution Review – this review has resulted in a change to the qualifications required for those individuals providing retail financial advice, with the minimum entry level qualification being raised to level 4. This causes particular issue for current employees who have been ‘grandfathered’ through the profession and are currently skilled through experience and ‘time served’, rather than recognised accreditation and qualifications. Although the number in this category is small, there are many more who have a lower level qualification or need to do ‘gap fill’ to achieve the new requirements
- Increased mergers and acquisitions of rival organisations due to the impact of the financial recession on the industry
- Compulsory redundancies have been steadily reducing the headcount in the sector over the last two years
- Recruitment and the use of agencies that appear to discriminate against older workers has been a consistent theme which has emerged through engagement with stakeholders.

3. Business imperatives

There are a number of drivers which point to the need for employers to change their approach to older Financial Services sector workers. These include generic, legal and regulatory changes as well as sector specific issues.

3.1 Demographic change

3.1.1 UK Demographics

The UK population and workforce are ageing and by 2020 almost a third of the UK's workforce will be over the age of 50. At the same time the number of workers under 35 years is falling.

The table below demonstrates the scale of the anticipated population change for different cohorts by 2021 in percentage terms.

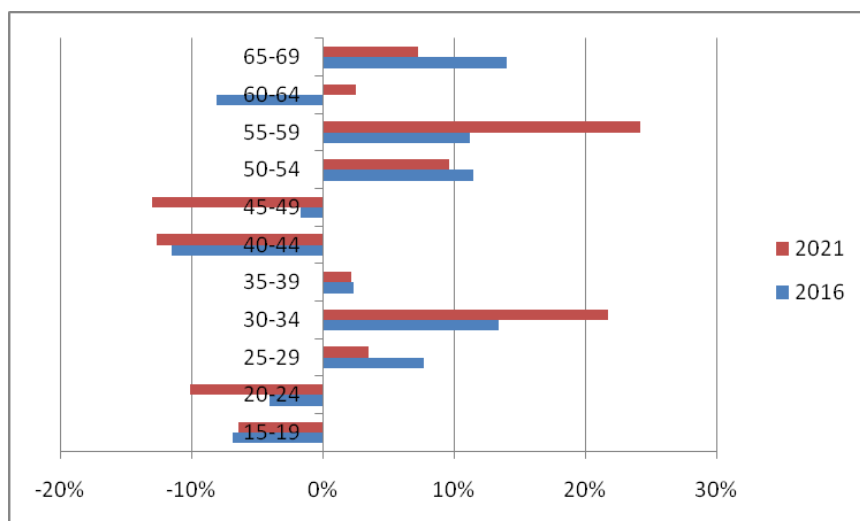
Actual 2011 UK population projections by age group in 2016 and 2021 (millions)

	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69
2011	3,832	4,359	4,399	3,986	4,070	4,589	4,617	4,088	3,583	3,746	3,038
2016	3,571	4,182	4,738	4,519	4,018	4,064	4,538	4,556	3,985	3,442	3,533
2021	3,585	3,918	4,554	4,852	4,546	4,010	4,018	4,482	4,451	3,840	3,260
% change by 2021	-6%	-10%	4%	22%	12%	-13%	-13%	10%	24%	3%	7%

Source: Office for National Statistics (ONS) 2008 Population projections

The figure below illustrates this projected percentage change for the different population age groups from the 2011 base year in 2016 and then cumulatively in 2021.

Percentage change in 2011 population in 2016 and 2021



Source: Office for National Statistics (ONS) 2008 Population projections

As indicated in the information above:

- The largest changes by 2021 are going to be in the 55-59 and 30-34 age bands
- The biggest decline in the period will be seen among those in their forties, with the 40-44 and 45-49 age bands both decreasing by 13% by 2021
- There will also be a significant decline in the numbers entering the workforce between the ages of 15-24.

The projected decline in the number of 40-49 year olds is likely to present a major problem for employers as they are the group who will be the managers or senior managers in the future. Consequently, employers need to begin considering how best to retain their older workers to cope with this likely shortfall.

3.1.2 Value of older workers

Although some employers may be concerned about an ever increasing ageing workforce, there is much research evidence⁶ that identifies the value and benefits of employing older workers. This includes the fact that older workers generally:

- Have lower levels of turnover significantly reducing recruitment costs
- Are strong in people skills and customer service, based on years of life experience
- Have a broad range of skills and experience, offering opportunities to mentor new recruits
- Have lower levels of short term sickness and fewer accidents
- Are just as flexible as younger workers and may contribute useful ideas based on their life experience
- Are good at managing and coping with stress.

3.1.3 Recruitment costs

A survey by the Chartered Institute for Personnel and Development (CIPD) found that the median recruitment cost of filling a vacancy was £7,500 for senior managers/directors and £2,500 for other employees with maximum costs as much as £55,000 for senior appointments.⁷

Turnover costs, which include vacancy cover, and training and induction costs were found to be on average just over £6,000⁸.

Retaining older workers for longer can thus significantly reduce these costs.

⁶ *An update of the literature on age and employment* Health & Safety Executive 2011

⁷ CIPD Annual survey report 2011 *Resourcing and talent planning*

⁸ CIPD Annual survey report 2009 *Recruitment, retention and turnover*

3.2 Legal and policy changes

3.2.1 Removal of the DRA

The removal of DRA has provided older workers with the right to remain in employment as long as they choose. In addition, changing economic conditions and pension provisions are resulting in more people delaying retirement for financial reasons. Research by insurer Prudential found that two-fifths (40%) of those delaying retirement in 2011 believe that they will have to keep working until they are at least 70 years old.⁹

Already in the last few years the number of people planning to work past the State Pension Age has increased significantly from 40% to 71%.

3.2.2 Migration

Recent changes to policy which places new limits on the numbers on non-EU migrants allowed to enter the UK has the potential to impact on current skills shortages.

3.2.3 Right to flexible working

In addition the Government has consulted on extending the right to request flexible working arrangements to all employees. Recent surveys have found that many older workers would choose to work flexibly towards the end of their careers rather than face the “cliff edge” retirement, as indicated below.

In the Financial Services sector, 46% of 50-64 years would prefer to work shorter hours than at present in their current job, but only 8% have approached their employer to request this option and only 9% have employers able to offer shorter hours¹⁰.

3.2.4 Employment tribunals

In 2010/2011, there was a rise in both the size of the payouts and the number of claims accepted by employment tribunals in age discrimination cases. While the average award grew from £10,931 in 2009/10 to £30,289 in 2011, the number of cases accepted by tribunals rose by nearly one-third to reach 6,800, overtaking race discrimination cases.

The highest payout given in an age discrimination case was £144,100, with 15% of successful claimants awarded £50,000 or more¹¹.

Compensation payments can thus be costly and it is therefore important for businesses to ensure age equality practices are embedded in their culture, policies and practices.

⁹ Prudential press release, 13 April 2011 - http://www.pru.co.uk/pdf/presscenter/postponing_retirement.pdf

¹⁰ LFS 2009 4 Quarter Average

¹¹ *Tribunal awards: which discrimination cases attract the biggest payouts?* Laura Chamberlain Personnel Today 12 September 2011

3.3 Sector specific drivers for change

About 40% of the Financial Services workforce across the UK is aged over 44.¹² However, the number of workers aged 50 and over falls away steadily so that the Financial Services sector has one of the lowest proportions of workers aged 50+ compared to other main business sectors in the UK.

The above drivers and demographic change may result in this proportion increasing over the next few years. There are also a number of sector specific factors which point to the need to retain older workers, primarily to avoid skills shortages. These include:

- The latest Chartered Insurance Institute (CII) Membership Skills survey, published in September 2011, found that the number of employers in the financial services and insurance sector reporting technical skills shortages had risen by 5% in the previous year, taking the percentage of employers reporting shortages to 77%, the highest since the survey began in 2007¹³
- Although recruitment activity has reduced since the recession, employers who are recruiting are facing difficulties resulting from a shortage of applicants with the relevant technical skills and a lack of relevant sector/role experience
- In the case of qualified accountants and accounting technicians, there is a finite pool of skilled people: consequently, employers are competing with each other to recruit and some struggle to match the salaries and packages offered by competitors
- The insurance broker sub sector comprises largely SMEs with many owners now reaching retirement age
- The Retail Distribution Review (RDR) is raising the levels of competence, skills and knowledge of retail investment advisers, of whom 37% are currently over the age of 50. The likely consequence will be that a number of experienced professionals will retire or leave the sector at the same time as the number of young recruits is dwindling (in 2009, only 3.7% of advisers were 30 years or younger)
- Potential changes to the immigration rules may result in a more restrictive framework which will limit the ability to recruit or transfer staff from abroad.

All this point to a clear need for employers to recruit and retain older workers. Not only will this minimise skills vacancies, but it will ensure that employers benefit from the many advantages that research evidence shows are offered by older workers.

¹² *UK Skills Assessment: The Financial Services Industry, the Accountancy Sector and the Finance Function*, Financial Services Skills Council, February 2010.

¹³ *The Skills Report 2011* The Chartered Insurance Institute - <http://www.knowledge.cii.co.uk/resource/cii-skills-report-2011>

3.4 Barriers to recruiting and retaining older workers

Despite the above drivers for change and the benefits that older workers are proven to deliver, significant barriers exist to encouraging employers to address the issue. These include:

- Financial organisations are dealing with the impact of the recession and the economic crisis meaning that organisations are seeking efficiencies through cost saving activities such as re-structuring and job losses. Recent examples are the announcements in August 2011 by HSBC who are planning to cut 30,000 roles globally over the next three years and RBS who plan to cut 2,000 jobs from its investment banking division, adding to the 27,500 jobs it has already cut.
- The economic crisis and the recession has meant that some financial organisations, in particular the large high street banks, have suffered a loss of credibility in brand and reputation. Some of these organisations are also the ones that have demonstrated forward thinking and good practice in flexible retirement policy implementation and have been the subject of the case studies cited above.
- Training and funding is highly focused towards apprenticeships and there are limited incentives to up-skill and train the older worker.
- Extending working lives is not seen as a priority within the sector, as it seeks to encourage a greater number of younger people to enter to replace the high number of older workers who will be exiting the sector. However, with declining number of young people over the coming years, they will be insufficient to meet the sector's needs as all sectors compete to recruit from this diminishing pool.

3.5 Risks of not changing practices

Failure to improve practices in relation to recruiting, retaining and supporting older workers carries a number of risks, including:

- Skills shortage resulting in parts of the sector
- Risk of discrimination claims and associated costs (legal, compensation pay outs etc)
- Loss of experience and knowledge of older workers gained from many years of employment
- Poor or under performance of staff denied the opportunity for further training and development opportunities
- Low morale of staff who feel they are insufficiently supported on the basis of their age, including being offered opportunities for flexible working and step down roles.

4. Suggested actions

4.1 Actions and Approaches

There are a range of different approaches and options employers can adopt to reap the benefits of recruiting and retaining older workers and to ensure they do not breach age equality legislation. Some of these are described below.

Recruitment

Considering a wide range of recruitment methods and media to ensure a broad range of people are aware of the opportunities available. Looking beyond formal qualifications and considering previous experience which may be relevant may result in the recruitment of a more diverse range of employees with rich life experiences and with high levels of motivation and commitment suited to roles within the Financial Services sector, such as women returning to work and those being displaced from the public sector due to budget reductions, e.g. armed forces personnel.

To do:

- ✓ Check your adverts, job specifications and interview questions to ensure they avoid any age bias
- ✓ Consider recruiting from new talent pools
- ✓ Promote the positive aspects of working in the sector to counter the negative reputation in some areas
- ✓ Share examples of good practice in relation to the employment of older workers, such as through case studies, to demonstrate - to those employers who remain sceptical - the value that older workers can bring to an establishment or service.

Flexible working

Many older workers nearing retirement are keen to gradually withdraw from employment by working part-time or on a flexible basis. By facilitating these options, employers can retain vital skills and experience.

In addition to flexible working, employers can consider opportunities for older workers to transfer from an existing role to one that is less demanding or stressful.

By facilitating these options, employers can retain their older workers for longer and reduce recruitment and turnover costs.

To do:

- ✓ Develop a set of flexible options for employees including part-time and home working, as well as phased retirement
- ✓ Consider developing a range of alternate step-down roles for older workers who may wish to reduce their responsibilities by choice or as they feel they are no longer mentally or physically able to cope with current work demands

- ✓ Establish coaching and mentoring of less experienced workers to enable older workers to pass on their skill and knowledge accumulated over many years.

Training

Some employers believe that training older workers is a waste of investment as they believe older workers are incapable of learning new skills or that there will be insufficient time to recoup the cost because the worker will retire shortly afterwards.

In both cases the evidence shows otherwise. Research has shown that our cognitive abilities do not decline until after the age of 70¹⁴ which means older workers are fully able to learn and apply new skills. Recognising and meeting training needs of all employees not only increases motivation but ensures everyone in the workforce is up-to-date with the latest knowledge and ability to adapt to changing needs and demands. In turn your organisation will improve its retention rate and benefit from an effective workforce who deliver a high quality service to your customers.

To do:

- ✓ Ensure opportunities are offered to all, regardless of age
- ✓ Consider investing in older apprentices.

Performance management

Some employers have been reluctant to deal with under performance of older workers. Leaving someone to perform poorly in the years running up towards retirement and then letting them finally retire can be costly to the business. This approach can also be considered discriminatory and unfair, as workers of any age should be given the opportunity to discuss their performance and improve.

A good performance management system will help managers regularly review performance and identify problems early on. In most cases action can then be agreed between the manager and worker to remedy any problems which should minimise under-performance.

To do:

- ✓ Establish performance management processes which include regular discussions with all employees in regard to their current performance, future aspirations and plans
- ✓ Make sure managers have the skills required to performance manage effectively and fairly.

¹⁴ An update of the literature on age and employment Health & Safety Laboratory 2010

HR policies and practice

Given changing legislation it is important to regularly review HR policies to make sure they are compliant, up-to-date and meet the workforce needs of the business.

To do:

- ✓ Review your policies to make sure they are up to date, e.g. following removal of the default retirement age
- ✓ Ensure none of them contain clauses which might discriminate against older workers
- ✓ Ensure policies on redundancy do not target older workers
- ✓ Consider flexible retirement options
- ✓ Analyse your current workforce age profile and identify actions to ensure future skill needs are met
- ✓ Conduct exit interviews before staff leave to gain an understanding of their reasons so that you can take any steps indicated to avoid a drain on skills and expertise.

Health and safety

Employers have a duty to ensure the safety and well-being of all their staff. Therefore they need to make sure the workplace is a safe and pleasant environment to work in.

To do:

- ✓ Conduct regular risk assessment to make sure all employees are working in a safe and comfortable environment
- ✓ Consider design and reasonable adjustments which may reduce stress and ease physical activities.

Workforce planning

In order to ensure current and future workforce needs are met, it is important to develop a workforce strategy.

To do:

- ✓ Age profile your workforce
- ✓ Conduct exit interviews and analyse the data on older leavers, e.g. when are they leaving; how many are leaving; are they opting for flexible retirement
- ✓ Identify your likely future workforce needs
- ✓ Identify likely staff shortages and skill gaps
- ✓ Develop a plan which will address your identified needs.

4.2 Measures of success

Evidence of the success of this activity will include:

- The development and adoption of employment policies by employers within the Financial Services sector that encourage older worker recruitment and retention e.g. flexible working/retirement opportunities across the sector
- Enhanced understanding within the Financial Services sector on how to engage with older workers
- Improved retention of older workers
- Improved return on investment
- Reduction in skills shortages
- Cost reduction from reduced recruitment and vacancy management and more efficient succession planning
- Improved quality of customer service.

Appendix A: Reference material to support future activity

Note: the articles have been embedded into the document – double click on any of the icons below to open the relevant item.

Articles and content for sector bodies

The following provides a summary of material available for Financial Services sector trade and professional bodies to use in communications with members. This material can be freely used – you are encouraged to amend the draft material to suit your own needs, locality, etc and to add your own logos and contact details.

Articles

Performance managing a workforce of all ages

A full article focusing on performance management – can be used as a whole or the checklist or top tips can be used separately.



Performance Management

10 FAQs: Older workers – answering some of your key concerns

Use all or some of the FAQs; they are suitable for one-off use or to stimulate discussion as a regular insert into a newsletter or website.



FAQs_Older workers - concerns

Flexible working and retirement

A longer article outlining the business benefits of flexible working and retirement, designed to be 'mixed and matched' and including top tips.



Flexible working and retirement

Why you need to consider your older workers

An article examining the current Financial Services workforce; it demonstrates the need to improve current approaches to recruiting, retaining and managing older workers.



Consider older workers_Finance

Capturing the knowledge of retirees

An article outlining some examples of how employers can capture the knowledge of older workers before they leave.



Capturing knowledge

Age Positive Guidance from the Department for Work and Pensions

Through its Age Positive initiative, the DWP has drawn together evidence and experiences from employers into three key publications for employers, which can be found at:

Workforce management without a fixed retirement age

<http://www.dwp.gov.uk/docs/workforce-mgt-without-fixed-retirement-age.pdf>

Answers to employer questions on older workers and retirement

<http://www.dwp.gov.uk/docs/answers-to-employer-questions.pdf>

Managing without a fixed retirement age: Good practice case studies

<http://www.dwp.gov.uk/docs/good-practice-managing-without-fixed-retirement-age.pdf>

All of the publications can also be found at www.dwp.gov.uk/age-positive

Generic slide presentation

This is a generic slide presentation on what employers need to know about recruiting and retaining older workers, including Notes ready for branding and use by any organisation:



Older workers_slides

(Double click the icon to view the slides or right-click to select to open the presentation for editing)

Case study

The following case study, on **Nationwide**, was produced during the EWL initiative and has permission from the subject to be freely disseminated. However, if you wish to use the content for your own purposes, revise or reposition any of the information contained therein, it is recommended you contact them to seek approval.



Nationwide case study

In addition to this case study, more case studies were produced and collated across other sectors that formed part of the Age Positive initiative Extending Working Lives; a set of these accompanies this pack as a separate document.

Research references

CIPD guidance

The CIPD together with the TUC have produced a guide which takes into account good practice developments since 2006 and the phasing out of the default retirement age (DRA). It supports ACAS guidance and reflects the business case for extending working life and employing people of all ages. It gives guidance on good age management practices to support and sustain business success.



CIPD Managing Age Guide 2011

Health and Safety Executive

The Health and Safety Laboratory produced an update of the literature on age and employment for the HSE. It examines a range of research reports on age, health and employability. The areas include:

- Productivity – including work ability, work design and organisation, and speed and quality
- Health – including physical and mental health issues
- Cognitive capacity – including memory, attention and speed of information processing
- Physical strength and endurance – including muscular and aerobic capacity, fatigue and recovery
- Sensory abilities – vision and hearing
- Adaptation to change – including resistance and motivation for change
- Sickness absence – short and long term absence levels and influencing factors

- Accidents and injuries – work-related accident and injury rates and risk factors



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Further guidance and support

Additional information and support can be found from the following organisations:

- ACAS – www.acas.org.uk
- Business Link - www.businesslink.gov.uk/agepositive
- Chartered Institute of Personnel & Development – www.cipd.co.uk
- The Equalities & Human Rights Commission - www.equalityhumanrights.com
- Employers Network for Equality & Inclusion (ENEI) (formerly the Employers Forum on Age) - www.enei.org.uk / www.efa.org.uk
- Inclusive Employers - www.inclusiveemployers.co.uk
- Third Age Employment Network (TAEN) – www.taen.org.uk